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AUG 16 1961

TO: USOM, MSU

FROM: Dr. Edward W. Weidner, Chief Advisor, NIA

SUBJECT: Status of MSU's Projects, June 16, 1955

The following is a brief summary of the status of the several projects of MSU as of June 16:

1. Police project. The police project has gotten underway very quickly. Howard Hoyt, Deputy Advisor in charge of the police project, has assigned Boudrias to specialize half time in the surete and Rogers to specialize half time with the Guard Civil. Both Rogers and Hoyt are working with the Saigon-Cholon prefectural police. The Minister of Interior and the heads of these three police organizations have given us excellent support and cooperation and we anticipate no difficulty in continuing to proceed rapidly with the four officials.

On Wednesday, June 15, ten police officers were flown to Manila to engage in a special four week training course to be given by personnel from the Philippine Constabulary School. This was made possible through the excellent cooperation of Col. Jorgenson of the Embassy and and Trim and Col. Banzon and Col. Valeriano of the Philippines. The only cost in connection with the MSU contract is approximately 70,000 piastres for per diem expenses while in Manila. The next regular Constabulary School is to be held beginning July 11 and it is hoped that something can be worked out in terms of sending additional personnel to Manila at that time.

A series of training conferences were to be held with personnel from the Saigon-Cholon prefectural police beginning June 14 but because of the incidents in outlying areas those who were to participate in the program were unavailable. As soon as this situation is cleared a planning conference on training will be held.

The police team will have a general work plan drawn up within two weeks time and will provide for a unified program for all three civilan police services plus a statement concerning personnel and equipment needs. In the meantime the three police specialists are in daily contact with Vietnamese police officials.

2. Field administration project. It is impossible to move very quickly on the field administration project until additional personnel arrive around July 15th. It will be close to August 1st before work plans can be drawn up. However, in the meantime two of our personnel, Rogers and Lindholm, the former specialist in the Guard Civil, the latter a specialist in financing administration, will make a ten day to two week field trip in collaboration with the field service of USOM This is to obtain basic information on the field administration system in actual practice in regard to police finance and special services generally. They will spend three days in Hue on the 22nd, 23rd, and 24th of June studying regional provincial relations. The following week they are going out into provinces, districts and villages in the Hue area and Nha Trang. We hope that as a result of information obtained in this manner we will be in a better position to draw up work plans and to hold a preliminary conference or two. We have received cooperation from Mr. Adler, Chief of the Field Service and Mr. Ladejinsky.

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AUG 15 1961

August 6, 1955 #2

REPORT: MICHIGAN STATE UNIVERSITY PROJECT

Recommendations Concerning Proposed Reorganization of the Commissariat for Refugees

In view of the changed function of the Commissariat for Refugees, members of the Commissariat are preparing changes in its organization The following suggestions are primarily concerned with the Commissariat's proposals for reorganization.

The reorganization of the Commissariat comes about because of a shift in the Mission of the Commissariat itself. No longer is there much emphasis on the receiving and transporting of refugees. The new responsibility emphasizes vocational and economic rehabilitation on a project basis.

The following suggestions are based in part on a limited but systematic examination of the existing organization and in part on the experience of the Michigan State staff in American public administration practice. These suggestions are submitted for the consideration of the Commissariat and for the consideration of other concerned organizations:

I. Separation of Line and Staff. The organization proposed by the commissariat appears to intermix line and staff activities. We suggest that the Commissariat consider a clearer separation of these two types of functions.

EXAMPLE: In the proposed organization, both the Commissariat as a whole and the Directorate of Resettlement contain an administrative service of the same name and evidently the same function-personnel. In addition, the interviews with the various services and bureaus of the existing organizations indicated that various of these services and bureaus were already concerned with rendering personnel services.

2. Mixed Program and Administrative Operations. The organization proposed by the Commissariat tends to confuse activities relating to the internal administration of the Commissariat with the administration of the refugee program itself. It is suggested that there is much to be gained by clearly separating these two types of activities.

EXAMPLE : Payroll operations for Commissariat personnel are intermingled with the payment of expenses of the refugee program intself.

3. Need for Decentralization. In the past, the difficulty with the organization of the Commissariat for Refugees has been the top-heavy central administration with inadequate emphasis on field administration. It is suggested that more emphasis be placed on a decentralized field administration staff with both authority and responsibility.

EXAMPLE : In the Commissariat's proposal, the four regional administrative officers are placed under the Director for Resettlement in a relatively subordinate position instead of being placed directly under the Commissioner General. The effect of this placement within the organization seems to indicate its relative lack of authority and

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August 6, 1955

REPORT : MICHIGAN STATE UNIVERSITY PROJECT

Recommendations Concerning Proposed Reorganization of the Commissariat for Refugees

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FIELD ADMINISTRATION WORK PROGRAM

MICHIGAN STATE UNIVERSITY TEAM

Walter W. Hodo
Frederic R. Wickert
Ralph Smucklor

August 16, 1955

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FIELD ADMINISTRATION WORK PROGRAM

MICHIGAN STATE UNIVERSITY TEAM

Walter W. Mode
Frederic R. Wickert
Ralph Smuckler

August 16, 1955

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To: MSU - USOM August 18, 1955

From: Edward W. Weidner, Michigan State University Team, Chief Advisor, NIA

Subject: Work Plan of Presidency Project, MSU Team, Vietnam

The Agreement between the Government and MSU provides (Annex I, par. 12) that "the University shall assist the Government in developing sound organization and methods in the Presidency of the Government, with a view to improving the planning, advisory, administrative, intelligence, public relations, and policy-formulating services designed to assist the President of the Council in discharging his responsibilities. Members of the University's staff assigned specifically to the project for the improvement of the Presidency shall advise the Government on those matters and also upon possible improvements in security practices, communications, record administration, and office equipment." The Government has agreed (Annex 3, par. 12) to "institute a program for the improvement of organization and methods in the Presidency of the Government. The Government shall make available to the University under the conditions stated in paragraph 10 above all records, reports, and other information necessary to enable the University's staff in Vietnam to discharge its obligations under paragraph 12 of Annex I of this Agreement."

To carry out its responsibilities under these provisions, the MSU group plans to follow the general procedure outlined below.

The project will be carried out, on the MSU side, through the collaboration of Dr. Edward W. Weidner and Dr. John T. Dorsey, Jr., under the general direction of Dr. Weidner. Work will begin August 1, and will develop through five stages. These are:

(1) survey and research, (2) analysis and recommendations, (3) conferences with the President and or his representatives, (4) assistance with implementation of recommendations as accepted by the Government, and (5) in-service training as needed for the improved functioning of the Presidency. Until the first stage is well under way it would be unwise to fix a time schedule for the project as a whole or any of its phases. Tentatively, however, it can be expected that the first two stages will require from eight to twelve weeks, while the last stage may continue through the duration of the Agreement with the Government, depending upon the needs as appraised by the MSU staff and agreed to by the Government. The following paragraphs describe the methods and approach planned for each stage of the project.

(1) Survey and Research. This stage of the project, to be carried out by Dr. Dorsey, will consist of a series of interviews and conferences with all personnel assigned to the Presidency, and a study of relevant documents and files. The object will be to obtain a comprehensive and detailed knowledge of intended and actual organizational structure, functions, and flow of communications and work in the Presidency. Problem areas, bottlenecks, and inadequate facilities will be identified, both from the viewpoint of the presidential staff and from the viewpoint of the outside observer. Unless experience shows it to be an incorrect focus, particular attention will be given to the interrelated questions of delegation, coordination of policy and program planning activities, and the effectiveness of administrative communication. Consideration will also be given to the reasons for and consequences of organizational, personnel and procedural changes in the last year, insofar as these can be objectively ascertained.

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WORK PLAN FOR

RESEARCH COORDINATOR

MICHIGAN STATE UNIVERSITY TEAM

Submitted by:

Ralph H. Smuckler,
Research Coordinator, MSU

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WORK PLAN FOR

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MICHIGAN STATE UNIVERSITY TEAM

Submitted by:

Ralph H. Smuckler,
Research Coordinator, MSU

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WORK PLAN

DEGREE OR CERTIFICATE PROGRAM

MICHIGAN STATE UNIVERSITY GROUP

Guy H. Fox
John M. Hunter
John T. Dorsey

August 25, 1955

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RESEARCH REPORT

FIELD STUDY OF REFUGEE COMMISSION

September, 1955

Ralph Smuckler, Research Coordinator
Walter W. Mode, Chief of Field Administration Project
Frederic R. Wickert, In-Service Training Coordinator

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RECOMMENDATIONS CONCERNING PROPOSED FIELD ORGANIZATION OF THE COMMISSARIAT FOR REFUGEES

Michigan State University Team

Walter W. Mode
Frederic R. Wickert
Ralph Smuckler

September 20, 1955

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RECOMMENDATIONS CONCERNING PROPOSED FIELD ORGANIZATION OF THE COMMISSARIAT FOR REFUGEES

Michigan State University Team

Walter W. Mode
Frederic R. Wickert
Ralph Smuckler

September 20, 1955

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Review of Recommendations Concerning Proposed Reorganization of the Commissariat for Refugees of August 6, 1955

Walter W. Mode
Chief, Field Administration Project

Roland Haney
Field Advisor

MICHIGAN STATE UNIVERSITY
Vietnam Advisory Team
Saigon, Vietnam

March 27, 1956

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REPORT ON THE ORGANIZATION

OF THE

DEPARTMENT OF AGRICULTURE

MICHIGAN STATE UNIVERSITY

VIETNAM TECHNICAL ASSISTANCE PROJECT

30 June 1956

Wesley R. Fishel
Chief Advisor

Walter W. Mode
Chief, Field Administration
Project

M. A. Sanderson, Jr.
Nguyen-Quan
Nguyen-Thi-Hong
Nguyen-Khiem-Hanh

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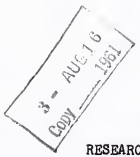

PRELIMINARY
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FIELD ADMINISTRATION DIVISION

MICHIGAN STATE UNIVERSITY

Vietnam Advisory Group

June, 1957

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REPORT ON THE ORGANIZATION OF THE SPECIAL COMMISSARIAT FOR CIVIC ACTION

MICHIGAN STATE UNIVERSITY
Vietnam Advisory Group

June, 1957

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REVIEW OF
RECOMMENDATIONS ON THE REORGANIZATION OF
THE DEPARTMENT OF AGRICULTURE

MICHIGAN STATE UNIVERSITY
VIETNAM ADVISORY GROUP

Saigon, Vietnam

September, 1957

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October 12, 1957

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September 2-9, 1957

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FIELD TRIP REPORT

By Gerald C. Hickey
Research Section
Michigan State University Group

Area and Population

The ethnic group visited on this field trip is a relatively unknown one called the Katu. They speak a language of the Mon Khmer linguistic stock which is widespread in both Vietnam and Laos. In addition, the Katu appear to have strong cultural affinities with other, better known upland groups such as the Bahnar, Sedang, Cua, and Jeh, all of whom speak languages of the Mon Khmer stock. Since basic information on the population distribution of the Katu is not available, any estimate of their population must be considered unreliable.[1]

The Katu occupy an area of Quang Nam province inland from the coastal cities of Tourane and Faifoo. Physiographically, this is a rugged region of abrupt mountains and deep, somewhat narrow river valleys. The lower slopes and most of the bottom land along the rivers are covered with thick rain forest. Communications in this entire region are very poor. Before the war the French had constructed a road into the area visited on this trip, but the Viet Minh destroyed the bridges and sections of the road as well. The remaining sections are covered by jungle growth. The only means of communication from the coastal plain is by sampan.

The fact that the Katu are not marked on the Carte Ethnolinguistique de l'Indochine indicates the relative obscurity of this ethnic group. The only available written account of the Katu is Le Pichon's "Les Chasseurs de Sang," published as a special issue of the Bulletin des Amis du vieux Hué in 1938. It wasn't until the late 1930's that the French began to extend their control over the interior of Quang Nam province, and when the first French penetrated the area they met with armed hostility from the Katu. The French authorities responded by sending several punitive expeditions to pacify the Katu. With peace restored, outposts were established and the road was constructed. During the war, the Viet Minh gained control of the area and held it until the Geneva Conference, at which time the government of South Vietnam took over.

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[1] One unofficial estimate places the Katu population at around 30,000. Authoritative sources consider this figure much too high.

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A STUDY OF RECORDS MANAGEMENT IN THE OFFICE OF THE PROVINCE CHIEF BA-XUYEN PROVINCE

CHARLES B. MYERS
THAN-TRONG-HUE

MICHIGAN STATE UNIVERSITY
VIETNAM ADVISORY GROUP

SAIGON, VIETNAM
December 15, 1958

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VILLAGE GOVERNMENT IN VIET NAM

A Survey of Historical Development

by

Nguyen Xuan Dao
Special Project Officer

Michigan State University — Viet Nam Advisory Group

Saigon, Viet Nam

September, 1958

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